

a Technical Support Procedure

i Definition. Technical support work is any work that is limited to work completed by one archeologist and that is of short duration ranging from a few hours to less than one day. This work is usually in support of a customer needing short, quick, discipline specific technical support, e.g., permit evaluation, cultural site identification, evaluation of field reports, preparation of budgets and schedules, review of studies done by others, etc.

ii Procedure:

(1) Initiation. No quality control plan will be required for these efforts. The customer and/or PM will submit a written request for services (RFS). This can be on paper or contained in an e-mail, but shall not be a verbal request. The RFS will contain, as a minimum, a description of the services required (scope of work), the due date the services or product is required, a budget for the work, and appropriate labor cost code necessary to complete the work. In the case of work funded through bulk funded requirements (i.e., regulatory, project cultural, etc.) the labor cost code shall be the same as the bulk funded cost code. The RFS shall have a tracking slip attached to it by the section secretary or their designee. The tracking slip shall have the due date highlighted for follow-up.

(2) Performance. The archeologist completes the work requested. This is done within the parameters agreed upon between the project manager and archeologist under the previous paragraph. If the archeologist will not be able to complete the effort within the set parameters then they should notify the project manager and determine the appropriate changes.

(3) Completion. The archeologist will send the final technical product to the section secretary. The section secretary shall remove the tracking slip and ensure that the product was completed on schedule. The final product will be forwarded to the PM.

b Procedure For In-House Completed Project

i Definition. An In-House completed project is usually any work that completes inventories, testing and evaluation, impact assessments, mitigation or similar type activities. The work is usually internal to the cultural resource program and is completed by the internal personnel, but is often times more extensive than technical services. Duration of these requirements is more than one day in length. The work usually focuses on producing a document, performing fieldwork, participation in multiple meetings, etc.

ii Procedure:

(1) Project Initiation. The cultural resources program manager will consult with appropriate personnel and determine based on workload and expertise whom should be

assigned as the Project Manager for the project. After receiving notification from the program manager that they have been assigned to the project the PM will complete a PMP.

(2) Product Delivery Team (PDT). The PM will submit a written request for services (RFS) to all the disciplines that are needed to complete the requirement. This should be on paper and will contain, as a minimum, a description of the services required (scope of work), the due date the services or product is required, a budget for the work, and appropriate labor cost code necessary to complete the work. In the case of work funded through bulk funded requirements (i.e., regulatory, project cultural, etc.) the labor cost code shall be the same as the bulk funded cost code. The RFS shall be entered into the Section Workload tracking spreadsheet and submitted to the program manager for updating. This activity establishes the PDT.

(3) Kick-off Meeting. A Kick-Off Meeting will be held to get the investigation or study started. The PM and the PDT members will attend the meeting. The goal of the meeting is to introduce the PDT members and assure all required disciplines are represented, identify and resolve scope, budget, and schedule issues, discuss the customer's expectations, discuss any technical items of concern, select a leader for the Quality Control Team, identify all quality checks and reviews, and select Quality Control Reviewers. A Quality Control Plan that lists the names of the members of the PDT and Review Team and lists the quality reviews to be conducted during each phase of the study development will be completed. The PM will prepare the Quality Control Plan immediately following the Kick-off Meeting. The PM will file in the project file, and distribute copies of the Plan to all PDT members, reviewers, and their supervisors.

(4) Develop Budget and Schedule. Immediately following the Kick-off Meeting, the PM will request that a Budget and Schedule be prepared. The PM requests that each discipline be asked to review their duties for completion of the project and determine what resources they are going to need. Upon acceptance of the disciplines budgets, the PM will either put additional funds in the existing charge number or create a new charge number with sufficient funds for the proposed budget. The PM shall prepare a draft schedule for review by the PDT. The schedule will include all formal submittal requirements and all internal coordination activities. If the PM agrees with the proposed Budget and Schedule, he/she will authorize the effort to begin and distribute the final budget and schedule to all PDT members. The PDT Members are responsible for staying within their Section's budgeted funds shown on the approved Budget and Schedule.

(5) Quality Control Plan (QCP). A quality control plan shall be completed by the PM after completion of the Kick-off meeting and submission of the budget and schedules from all disciplines involved. The quality control plan shall document the process that the project will follow to ensure a high quality document. At a minimum it shall include the project name, location, products and submittals, PDT, QA review team (if required), budget and schedule. This shall be included in the PMP for the project.

(6) Meetings During Study Preparation. During the course of the Study, the PM may call for one or more PDT Meetings to discuss and refine the project QCP, PMP, data needs and/or data gaps to be addressed to meet requirements for the project, required efforts by discipline to fill data needs/gaps (i.e. scope of project), proposed schedule time intervals for project schedule by discipline, and proposed budget needs by discipline.

(7) Quality Control Procedures. At the completion of a submittal, quality reviews as identified in the QCP will be conducted. There are three possible reviews as described below, although all three reviews may or may not be required and the reviews may not occur in the order shown.

a) Peer Review. Peer Reviews are necessary when the study is sufficiently complex. The PDT along with their supervisors will decide if a peer review is necessary and determine who will perform the review. If a Peer Review is required, the PM will include this in the project QCP. Peer reviewers will assure that the correct study approach and methods were used, adequate basic data was available, calculations were appropriate, documentation was complete, the appropriate guidance and standards were applied, and the conclusion(s) were reasonable and supportable. Reviewers will document required changes by showing the changes or writing notes on the report, drawings/sketches, or calculations. The Peer Reviewer may also be asked to examine all project material to ensure the product meets all requirements for the project. When required, the PDT will assemble in a conference room at the completion of the study with copies of all their study materials. Each PDT member will be responsible to review their own study material and those portions of other disciplines' material that interface with theirs to make sure the study is coordinated. PDT members will document required changes by showing the changes or writing notes on the study material.

b) Quality Control Review (QCR). Quality Control Reviews will be done at the Final Draft phase or at other designated intermediate phase. The PM will document requirements for all QCRs in the Quality Control Plan. The PM will ensure that the appropriate number of copies of the study are reproduced for the QCR. The PM will distribute to the Quality Reviewer of each discipline (Review Team) a copy of their discipline to review. Each reviewer will review the material with special attention to their discipline's input to ensure that the approach, analysis, conclusions, and recommendations are adequate. Reviewers will document required changes by showing the changes or writing notes on the drawings/sketches, write-up, or body of the report. At the completion of this review, each reviewer will compile comments and forward the comments to the PM, who will in turn provide a copy to each discipline represented. The PM will also keep a copy of the completed comments to file it in their project file.

(8) Closeout Report. Completion of a project is an important part of the process. The PM shall complete a Closeout Report at the end of the project. This report can be as simple as a checklist of important closeout items. Closure of project

files, completion of financial data requirements, and lessons learned are the three basic requirements in a closeout report. Each PDT member will be required to add any lessons learned to the DrChecks system. DrChecks is an Internet based design review comments system with a Corporate Lessons Learned (CLL) system.

c Procedure for Contract Completed Project.

i Definition. There are many types of work that are performed by contractors for the cultural resources program. These can range from fieldwork to report preparation. Scientific Investigation or Study work is any work that completes inventories, testing and evaluation, impact assessments, or similar type activities. The work is usually internal to the cultural resource program and is completed by the internal personnel.

ii Procedure:

(1) Project Initiation. The cultural resources program manager will consult with appropriate personnel and determine based on workload and expertise who should be assigned as the Project Manager for the project. After receiving notification from the program manager that they have been assigned to the project the PM will complete a PMP.

(2) Product Delivery Team (PDT). The PM will submit a written request for services (RFS) to all the disciplines that are needed to complete the requirement. This should be on paper and will contain, as a minimum, a description of the services required (scope of work), the due date the services or product is required, a budget for the work, and appropriate labor cost code necessary to complete the work. In the case of work funded through bulk funded requirements (i.e., regulatory, project cultural, etc.) the labor cost code shall be the same as the bulk funded cost code. The RFS shall be entered into the Section Workload tracking spreadsheet and submitted to the program manager for updating. This activity establishes the PDT.

(3) Contract Acquisition. Since the requirement has been determined by the Project Review Board to be a contracted effort the PM is required to complete a scope of work, government cost estimate, proposed schedule, and set up contracting work items.

a) Scope of Work. Prepare a scope of services of the work needed.

b) Government Estimate. Prepare the Government Estimate estimating the cost of the work requested. This estimate shall be prepared prior to the receipt of the contractor's proposal. It shall be reviewed and approved by the Cultural Resources Section chief prior to submission to Contracting Division.

c) Schedule. The PM develops a schedule that includes all the submittal requirements, meeting dates, and other critical milestone activities. At a minimum the

schedule will be in tabular form and easy to follow. The schedule can be completed using approved computer software.

d) Negotiations. The PM, technical specialists and the contracting representative will negotiate with the contractor the specific requirements of the scope of services. Procedures outlined in the Federal Acquisition Regulations (FAR) shall be followed.

e) Revised Scope, Government Estimate, Schedule. The PM, if required, shall revise and resubmit to the contracting representative the three above mentioned documents. This shall be done concurrent with the contractor submitting their final proposal.

(4) Quality Control/Assurance Procedures. The Contractor will implement their approved quality control procedures during the course of project completion. Their quality control procedures should be referenced in their proposal. The PM will arrange with the PDT to perform Quality Assurance of the contractor's work. After review is complete all comments will be compiled by the PM and sent under cover letter to the contractor for their incorporation and response. This process shall be completed for all submittals required by the scope of services.

(5) Contractor Responsibility. The policy and procedures to be followed for Contractor Responsibility cases are described in Omaha District Memorandum OM 1180-1-6.

(6) Closeout Report. Completion of a project is an important part of the process. The PM shall complete a Closeout Report at the end of the project. This report can be as simple as a checklist of important closeout items. Closure of project files, completion of financial data requirements, and lessons learned are the three basic requirements in a closeout report. Each PDT member will be required to add any lessons learned to the DrChecks system. DrChecks is an Internet based design review comments system with a Corporate Lessons Learned (CLL) system.